

What's Happening?

A NEWSLETTER

FOR THE MAINE MEDICAL CENTER FAMILY

The new realities of healthcare: A Special Report

Part 4: Competition and the new healthcare consumer

One of the realities of healthcare in 2000 is the advent of competition on an unprecedented scale. For better or worse, the collegial environment in which hospitals used to operate has become competitive, as hospitals large and small look to ways they can grow their business and therefore remain financially healthy. This development is fueled not only by financial imperatives for hospitals, but by rising consumerism that demands all services, all the time, close to home.

At the local level, Maine Medical Center competes with Mercy Hospital for so-called "community care" cases: routine childbirth, minor surgery, emergency and urgent care, for example. At a regional level, aggressive hospitals such as Central Maine Medical Center in Lewiston desire to develop tertiary-level services to compete for MMC's referral cases. And further afield, struggling Boston hospitals would like some of our patients.

As we found in the CON process for CMMC's cardiac surgery proposal, public pressure for services can be persuasive even when it runs contrary to

the tenets of rational health planning. The desire for local healthcare services is not new, and is understandable to a degree, and in fact MMC's parent organization MaineHealth exists largely to protect and enhance local healthcare services in southern, central, and western Maine.

The problem is that an ever-more demanding public, used to increasing convenience in other services, will increasingly demand that sophisticated healthcare services be available closer to home. Hospitals will eagerly capitalize on this demand, and we will see other competitive CON processes in the future.

The New Consumer

There is a positive side to consumerism in healthcare as well. The healthcare consumer of today can be, if they choose, more informed, more self-referred, and more self-responsible for their healthcare. These new consumers have access to huge quantities of information, some good and some not-so-good, through the internet. They read medical news in newspapers and magazines and see it on TV.

They have higher expectations of healthcare providers, and they want what they want, now.

Customer services expectations are also increasing among healthcare consumers. In an age when someone can order products on the internet and receive them the next day, that same someone expects to be able to make a doctor's appointment on the internet, order their medications for next-day delivery, and get their test results from a secure web site. From the personal service they receive at the hospital, to the communications they receive before and after their visit, people expect much more from us than ever before.

Patient survey data is collected for the whole hospital, and by departments for their specific patients. The customer perspective is taken by the most progressive managers as they try to improve their services. Responsiveness to the needs of customers is manifested in projects as diverse as the development a few years ago of the Coastal Cancer Treatment Center in Bath to serve midcoast residents, to the recent development of a video to explain MMC and its cardiac services to patients being transferred in from outlying hospitals.

Those who pay for healthcare are also "consumers" in a manner of speaking, and they also have changing expectations of hospitals and other

Bed manager will streamline process

Maine Medical Center's 607 beds have been managed for a long time using a decentralized system involving many people in multiple departments. It's a system that is greedy of the time and resources of people who are already busy. That will change soon as Peggy Farr, RN, currently a Nurse Supervisor, begins her new role as MMC's Central Bed Manager.

A product of the Journey to Excellence Patient Access and Revenue Cycle Patient Flow work team, the idea of a centralized position to manage patient beds was recommended and approved as a way to streamline an important process. Beginning in mid-December, Farr will direct and coordinate the flow of patients throughout the hospital. David Bachman, MD, Emergency Department, will serve as physician backup for this position. He will support bed management decisions when there are clinical differences of opinion or when guideline interpretation is ambiguous.

In addition to Nursing, bed management impacts Admitting, Pharmacy, Nutrition Services, Environmental Services, and other departments. Until patients are shown as discharged in MIS, even if they are waiting to go home, staff continue to prepare their medications and meals and consider their bed occupied.

In her new position, Farr will review bed availability every few hours and serve as the central contact for the latest information on bed status, allowing her to anticipate demand for certain beds before patient cen-

MaineHealth names new president

William L. Caron has been appointed President and Chief Executive Officer of MaineHealth, a family of healthcare services that includes Maine Medical Center, Miles Health Care, Western Maine Healthcare, St. Andrews Hospital, Community Health Services, and other related organizations in southern, central, and western Maine.

Caron succeeds Don McDowell, who announced last year his intention to retire in 2000 after 20 years of service to Maine Medical Center and then MaineHealth.

Caron joined MaineHealth as Vice President for System Development in 1997, and was later named Executive Vice President and Treasurer. He came to MaineHealth from Maine Medical Center, where he served for five years as Vice President of Finance and Treasurer. Prior to joining Maine Medical Center, he spent 17 years with Ernst and Young in Maine and Pennsylvania, rising to the position of Director of the Eastern Region Health Care Consulting Practice.



At MaineHealth, Caron has been a leader in the development of the system and has led the efforts to integrate the administrative and financial operations of the member organizations. In addition, he has been instrumental in developing a number of joint ventures with physicians and other providers including the Maine Physician Hospital Organization, the Maine Heart Center, PracticePartners, and Maine Partners Health Plan.

"Bill will provide the leadership to continue our growth and development and to fulfill our strategic plan," said Wayne McGarvey, Vice Chair of the MaineHealth Board of Trustees. "He has been deeply involved since our beginning and much of what we have accomplished to date has been the result of his efforts. We are indeed fortunate to have a person with his talents available in the organization."

Mr. Caron is a graduate of Holy Cross College and Northeastern University and lives with his wife Sue and two children in Cape Elizabeth.

Walk For Your Life!

Take a walk! Beginning Tuesday, January 2, the Maine Heart Center and Impressions Café will sponsor a daily walk in and around the hospital. Look for a schedule of walk times and *Walk For Your Life* brochures detailing meeting places, locations, and walk leaders in the Café. For details, contact Tracy Nelson, RD, 871-2338.

Caring

TO MAKE A DIFFERENCE

What's Caring To Make A Difference all about? It's about people who make MMC special. It's about the folks who are quietly working hard each day to improve themselves, improve their departments, and improve the quality of life at MMC for everyone who enters our doors.



Supplying the Needs of the Customer – Whatever it Takes!

You've heard about the importance of a good relationship between 'the customer and their supplier'. No where is this concept more apropos than in MMC's Storeroom in the basement of the Bean Building.

You might be surprised to learn just who their customers are! Not only are they responsible for the inventory and distribution of almost 3,000 different supply items, but they service 56 off-site locations in addition to their largest individual customer,

Maine Medical Center. This amounts to 7.6 million items a year. Handling this tremendous volume requires constant teamwork and reliable systems.

Cheryl Ahern, Storeroom Supervisor, comments, "teamwork is essential for coverage when you are in a service department such as ours." Supply orders are placed to the department by phone, fax, and through the Meditech system. When you dial 871-2210 during the day,

Phil Estes, who has worked in the storeroom for 23 years, will answer the phone and get your request into the hands of the next person in this carefully orchestrated team effort.

It is the responsibility of the Storeroom Materiel Handlers to determine the supply needs of all 'on-site' locations, pick, and then deliver the supplies based on predetermined inventory levels. In addition, they are responsible for filling the supply orders for the dozens of 'off-site' locations previously mentioned.

There are three other areas that help this system come together for their ultimate customer, the patient: the Offsite Distribution Center (ODC), Purchasing, and Central Sterile Services (CSD). The ODC makes twice daily deliveries of bulk supplies to the storeroom and CSD Transportation Aides help to deliver supplies requisitioned by individual departments as a supplement to the daily Storeroom deliveries. On the evening and night shifts, there is one person who is responsible for all walk-up window service, phone orders, restocking, and re-supply runs to SCU and the Emergency Department. Wow! Keep that in mind the next time they can't answer the phone on the first ring!

Cheryl wanted to be sure that Al Tadgell, who has been a volunteer in the department for

the past 15 months, gets the recognition that he deserves. "He has saved our neck more than once by bringing structure and organization into the room. In the eight hours a week that he helps out in the Storeroom, Al can accomplish the work of a part-time person and for that we are all truly grateful."

Making sure that caregivers have the right supplies, in the right amount, and at the right time is the mission. "This staff takes great pride in the fact that the work they do will directly impact the patient's care at the bedside," says Cheryl.

One of the most rewarding experiences for everyone in the 'supply chain' is being able to service a special request. These requests are made on behalf of patients who need an item to assist in their daily care that is not one of the 3,000 items in stock. It might involve the storeroom supervisor, the ODC, a courier, a truck driver, a purchasing materiel handler, and a unit manager, but the patient will inevitably get what they need to make their hospital stay more satisfactory.

There are many 'layers' supporting the work of the handlers who actually get the

supplies to the units. Bad weather in the mid-west can delay delivery by the freightliners that supply the ODC. It is the job of Materiel Management and the Storeroom to shield the end user, the patient, from any problems along the way. This might mean finding substitute items or borrowing from other institutions. Their motto is *Whatever it takes*.

The following people work

in MMC's Storeroom: Cheryl Ahern, Supervisor, Phil Estes, Lead Technician, John Meehan, Roland Neally, Pudgie Preston, Tim Rasmussen, Shawn Smith, Jerry St. Thomas, Kristin Boyde, Franklin Hoskin, Mister Nyetera, Robert Dougherty, Boniface Luwale, Doreen Tracy, Mark Woodhead, Sharlene Robinson, Anthony Logan, Nicholas Meehan, and Carey Carlson.

New Employee Orientation has a New Look

Because a new employee's first impressions are lasting, it is important to make their first days here a positive experience. A group from Human Resources and CPQI has introduced a new format for orientation of new employees. Based on past attendees' evaluations, the presenters have redesigned the twice monthly sessions to include more employee-employee interaction and small group discussion.

Our MMC Institutional Performance Standards form the backbone of the highly interactive morning. Also included is a bit of MMC history with photographs depicting the many changes the hospital has experienced since it opened in 1874. MMC was built in Portland's West End "to prevent the spread of tainted atmosphere from one building to another".

Through some very creative work on the part of Stephanie Smith, Human Resources, Jeff Gregory, CPQI, and Cindy Tibbits, Audio Visual Department the entire presentation is

now on PowerPoint. This eliminates the need for multiple AV resources and produces slides that can be viewed more easily by everyone in the room.

Another change is the addition of a segment on MMC's strategic direction presented by a member of senior management.

Here is what a few recent participants had to say: "As a former employee of Nordx, I felt this was much more thorough." "Very thorough and well taught and understanding of all policies and history of MMC." The following people from Human Resources and CPQI conduct orientation on a rotating basis: Angie Adams, Elise Bonosky, Cindy Bridgham, Laura Casparius, Laurie Davis, Jackie DeSaint, Jason Elliott, Jeff Gregory, Michael Patterson, Barbara Peaslee, Jen Stawarz, and Shelly Warren.

Customer Service Corner

SUPER Service is...

Service that exceeds expectations
Understanding needs and expectations
Pride in MMC, person, profession
and performance
Excellence through teamwork
Respect for every individual

Caring To Make A Difference is a monthly publication of the Continuous Productivity and Quality Improvement Office. Ideas, questions, and comments may be directed to Cindy Bridgham, CPQI Office, at 871-2009, Fax 871-6286.

providers. They expect lower prices, and they expect better care management. They expect to be able to look at comparative information on hospitals, and use that information to direct purchase decisions. They want higher quality and better customer service ratings.

How We're Responding

Maine Medical Center is responding to these changes in a number of ways. Quality improvement is paramount, and is a recurring theme in Journey to Excellence projects, Board of Trustees discussions, new service development, service reviews, budget discussions – in virtually every activity at MMC.

Quality finds its way into other areas as well. MMC's opposition to the CMMC cardiac surgery proposal, for instance, was based largely on quality concerns. It is known that the outcomes in smaller-volume cardiac programs are not as good as those in larger programs, and our concern for the CMMC program was largely due to its projected low volume. It is important that Maine Medical Center both produce and demonstrate the "value" of its services. Most Journey to Excellence teams, for example, defined their objectives in terms of efficiency and quality: how do we do the best job for the least money? Payers in particular want to know that they are getting what they pay for. New ways of measuring the "outcomes" of care and comparing them to best-practice benchmarks are becoming more and more common.

As we discussed in the last installment of this series, MMC must keep its physical facilities up-to-date and appropriately

located in order to meet the expectations of its customers. Different projects serve different customers, and sometimes overlap. The new medical office building on Congress Street and the one being proposed in Scarborough, for instance, serve our physician customers, and also patients. The new inpatient space on the Gibson Pavilion and The Barbara Bush Children's Hospital serve patient needs, family needs, and staff needs. The new building for the Maine Medical Center Research Institute serves our research mission, the needs of the scientists, and ultimately our patients.

Marketing and advertising are also part of the new reality of healthcare. The public expects, and we need to provide, a sense of what Maine Medical Center is and what it does. This serves our competitive needs, and also the public's need for information when making healthcare decisions. We promote specific services that people can access directly, such as Brighton FirstCare, and feature other services in communications that are designed to enhance public perception of and support for MMC.

There is strength in numbers, and MMC benefits greatly in the new healthcare environment from its membership in MaineHealth. This family of healthcare services connects us with partner hospitals and other services covering all of southern, central, and western Maine, in an economic as well as programmatic fashion. Many of MMC's referrals come from these other services, and they depend on the specialized care we provide.

MaineHealth also gives us the capacity to enter new arenas

to serve the new healthcare consumer and our other customers. As a family of services, for instance, we are acquiring a web-based health information and health services product. This product will ultimately link us to the public, our doctors to their patients, and all of us to each other. It will provide everything from consumer health information to appointment scheduling, in a comprehensive and coordinated way throughout the area.

What's Next?

Our future holds new challenges as the healthcare environment continues to change. We will have to look at new facilities and renovated facilities in order to keep our programs up-to-date and competitive. Does MMC need new space for maternal and child services, for instance? Do we need a helipad to receive trauma patients and others? Is there an opportunity to provide more physician office space on our campuses? Are our public spaces up to standards?

As we look at a changing market, will we see a need to create new services both on our existing campuses and at new locations? Will we find new opportunities to create efficiencies and improve the quality of existing services? Will we, as part of the MaineHealth family of services, be able to provide better models of coordinated care for everyone in the service area?

These and other questions will bring the challenges and changes of the future.

Visit MMC's Intranet
website:

home.mmc.org



Tips for Party Givers

Wishing you a safe and happy holiday season, MMC Trauma Services offers some tips:

- When your guests arrive, collect their car keys. When they are ready to leave, they'll get a second opinion on whether they're sober enough to drive.
- Always serve food with alcohol. High protein and carbohydrate foods like cheese and meats stay in the stomach longer, slowing the rate at which the body absorbs alcohol.
- Use jiggers to mix drinks. Guests are less likely to drink excessively if standard measures are used.
- Use fruit juice instead of a carbonated base in an alcoholic punch. Alcohol is absorbed faster when mixed with carbonation.
- Offer non-alcoholic beverages.
- Don't rush to refill empty glasses.
- Stop serving alcohol two hours before the party is over. Serve food, coffee and non-alcoholic beverages.

If a guest drinks too much:

- Engage him or her in conversation to slow down the drinking.
- Offer high protein food like pizza or shrimp.
- Offer to make the next drink, using less alcohol and a non-carbonated mixer.

From the Washington Regional Alcohol Program, National Drunk and Drugged Driving Prevention Month.

BED MANAGER, FROM P.2

sus reaches a critical point and expedite transfers and discharges accordingly. Prioritizing and placing patients in beds based on the care they need will lead to proper unit assignment, leading in turn to greater customer satisfaction.

Working closely with Admitting staff, Farr will review the bed board to identify candidates for transfer and discharge. She'll be a familiar face on nursing units and in related areas as she talks with charge people about bed status, and encourages use of the new Discharge Lounge on the ground floor. She'll develop guidelines to facilitate and negotiate priorities and conflicts regarding patient placement. Most important is the fundamental goal: help get the right patients in the right beds.

Along with making deci-

sions about bed management, Farr will be responsible for evaluating systems. "This will mean looking at the overall picture," she says. "A new bed management system would give timely and accurate availability status, consolidating information from multiple areas. We'd be able to pull data out of the system to track periods when patients are waiting to transfer from Emergency, PACU, SCU, or coming in from other hospitals, develop crisis plans and prioritization criteria, and determine census triggers."

Farr has been a Nursing Supervisor at MMC since 1979, and was a Staff Nurse II for 22 years before that. She is a 1967 graduate of the Maine Medical Center School of Nursing.

You Are Invited!

Evidence Based Practice:

What Is It?

Cheryl B. Stetler, PhD, RN, FAAN

Monday, January 22, 2001

0830 - 1000 Hours

Dana Center Auditorium

For further information,

please contact Alyce Schultz,

Nurse Researcher, 871-6011,

or Susan Goran,

Staff Development, 871-2397

Outreach Education Council

presents

The 12-lead ECG

*Essentials for Acute Care
Practice*

January 19, 2001

This program will present a spectrum of topics in clinical electrocardiography designed to address the needs of a diverse participant group regardless of expertise or practice setting.

Content will address physiologic principles and approaches to ECG interpretation, diagnosis of selected coronary and noncoronary disorders, priorities for management, and plans for ongoing surveillance and prevention. Case application will be integrated throughout.

It is *strongly* recommended that registrants have completed introductory programs or modules in basic monitoring and arrhythmia recognition.

MMC Dana Health

Education Center

Accreditation 6.3 Contact Hours

For a brochure or to register,
call 871-2290

Marketplace

In order to ensure that everyone has an opportunity to use the Marketplace, ads may be placed *once only*. Repeats will be permitted only on a space-available basis.

FOR SALE

Kneissl 170 cm skis w/Marker bindings. Rossignol 72" shaped racing skis w/Tyrolia bindings. Both in good condition, \$65/pair or BO; ski boots, large size 9.5, \$60; Raichle size 9 w/fine tune adjustments, \$40; Raichle size 9.5, Nordica size 9, Raichle size 9, all rear entry, good condition, \$20/pair; Pakiwest 35" field hockey stick, used only once, \$30. Will consider BO on all items. Call 282-6823 eves.

1987 Dodge Ram50 pickup, gray w/cap, auto, 4 cyl., 132K miles, new battery, runs well but needs some work. \$600. Will consider BO. Call 282-6823 eves.

1992 Cadillac Sedan Seville, loaded, 90K miles, 1 owner, well cared for, runs great! White w/navy leather interior - a gem! \$5,900. Call 839-8187.

Two pair Rossignol cross country skis w/poles, size 210 & 180, \$25 each; Heierling boots, Men's size 42 or 9, Women's size 38 or 7 1/2, \$10 each. Call 854-1555.

Bauer Jr. Supreme hockey skates, size 4D; Bauer Supreme Classic 110, size 7D. Each like new, rare use. \$80 each. Call 883-9607.

1994 Dodge Grand Caravan SE 3.3 V6, auto, A/C, P/W, P/L, remote entry, roof rack, 10 speaker Infinity sound system, 4 reclining captain chairs & removable rear bench seat, 99K miles, 1 owner. \$5,195 or BO. Call 829-4148 and leave message.

Two hand-made 2x3 meter a.f.g. carpets w/antique design. \$3,990 each. Call 934-3810.

Gorham: 3 BR, L-shaped ranch for \$119,500. Large open LR & DR area w/fireplace. Quiet neighborhood near village, schools & library. Sunny front deck & shady back

deck. Roomy out-building for storage. Call 839-6368.

Two sets of K-2 Black Magic skis & one Burton Seven snowboard, all brand new. Won on a raffle ticket. BO on all. Call (H) 283-8954 or (W) 885-7789.

33"x19"x18" refrigerator, \$50. Call 781-4775.

8'x10' aluminum shed. Never built, new this spring, gambrel style. Paid \$450, will sell for \$300. May consider BO. Call 583-6410.

This End Up nightstand & bookcase. Call 774-6512, leave message. 1991 Isuzu Stylus, 5-speed, gold. AM/FM cassette, AC, power steering, 100K miles, inspection sticker good through June. \$1,000 or BO. Call 772-8953 ext. 1.

FOR RENT

Portland, West End: Quiet room in Victorian building w/K privileges for N/S F professional or mature student. W/D, HW floors, all utilities \$98/wk, \$380 sec. dep. Available Jan 1. Call 879-1409.

Maui, Hawaii: Luxury resort available 1-2 wks. 9/22/01-9/29/01 & 9/19/01-10/6/01. 2 BR, 2BA, sleeps 6, fully equipped, laundry, pool, exercise, concierge, activities, ocean view. \$775/wk. Before Jan. 3rd call 207-934-9356; after Jan. 3rd call FL 941-592-9382.

Portland, West End: 3 BR, BA w/clawfoot tub, built-in china cabinets in K & DR. H/W floors in DR & LR. One off-street parking space. W/D hookup in basement. Near MMC. No smoking, no pets. Prefer MMC med. res./professional. \$800/mo. plus heat & utilities. Available 1/1/01. Call 773-9632.

Portland: 29 Boynton St., 3 BR, available 1/1/01, lease, sec. dep., 3rd floor, parking, \$930/mo. includes heat. Call 842-0783.

West End: Entire 3rd floor 2 blocks from MMC. 2 BR, K w/3 1/2 rooms.

The deadlines for announcement-length items and **MARKETPLACE** are December 22 for the January 3 issue and

January 5 for the January 17 issue.

All items must be in writing and may be sent by interoffice mail to the Public Information Department, by e-mail to FILIPL, or by fax to 871-6212.

H&HW, DW, W/D included. Parking available during snow bans. Ample parking in front of home for 1-2 cars. Available 1/1/01 w/1 yr lease. \$1,000/mo. Call 828-1527.

Portland, West End: Amazing penthouse! 1250 sq. ft. 1 BR unit in historic brick building w/eat-in K, study, nice views, parking, laundry. Quick walk to MMC. \$1,000/mo. includes heat. No dogs. Available immediately. Call 799-9377.

SERVICES

In need of a housekeeper? I will clean your home for very reasonable rates. Free estimates. Excellent references. Call 761-2780.

Winter Snow Reminder

City parking bans are in effect from 2200 to 0700 hours the following morning. Vehicles left on streets during a parking ban will be towed at the owner's expense.

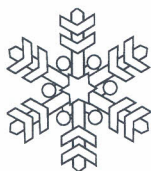
For info on parking bans,

- call 879-0300
- listen to radio/TV broadcasts
- check the "time & temperature" sign for "PARK BAN"
- look for illuminated "parking ban" signs at some intersections
- check the website, www.portlandpublicworks.com, where you'll find options for alternate parking.

What's Happening?

at Maine Medical Center

- All month** Healthviews. Comm. TV Network TV 4, Thursdays, 1400 and 2000 hours; Fridays, 0700 hours.
- Dec. 20** Book Fair. Bramhall Campus. 2nd floor bypass, above Admitting Lobby.
Dec. 20, 1200-1700 hrs.
Dec. 21, 1100-1600 hrs.
Dec. 22, 1100-1600 hrs.
Call 871-2101.
- Dec. 25** Christmas
- Dec. 29** *What's Happening* survey deadline.
See p.3
- Jan. 1** New Year's Day
- Jan. 2** Start Walking for Your Life! Guided walks.
See p.2
- Jan. 10** Family Sign Up Day
- Jan. 19** 12-lead ECG: Essentials
See p.6 for Acute Care Practice
- Jan. 22** Evidence Based Practice:
See p.6 What is it?



Family Sign Up Day

For low cost or no cost health insurance.

Wednesday, January 10
1400 – 1800 hours

Do you know someone who lacks health insurance? If so, encourage them to come to one of our Family Sign Up Day locations and apply for Cub Care and Expanded Medicaid.

This program provides low cost or no cost health insurance to families with children. Both parents and children can qualify for coverage under this program. Working families can also qualify. For instance, a family of four with an annual income of up to \$34,100 can qualify. In addition, families with assets, such as a home or a car, can qualify. Call 871-2196 for more information.

Sign up at any of the following locations:

Bramhall Campus Lobby
Brighton Campus
MMC Family Practice Center
Falmouth Family Health Center
Scarborough Campus
Spring Harbor Hospital

To find *What's Happening* online, go to MMC's Intranet site, find "Quick Links" on our home page, and click on *What's Happening*.



What's Happening is published every other week at Maine Medical Center for members of the hospital community and for friends of the institution throughout Maine and northern New England. Comments, questions, and suggestions may be addressed to the Office of Public Information, MMC, 22 Bramhall Street, Portland, Maine 04102-3175. (207) 871-2196. Editor: Wayne L. Clark.

☐ Change name or address as shown on address label.

☐ Remove my name from your *What's Happening?* mailing list.

Please return this address label in an envelope to the Public Information Department.

What's Happening?

MAINE MEDICAL CENTER 22 BRAMHALL STREET PORTLAND, ME 04102-3175